

Federal Business
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BACKING INDEPENDENT BUSINESS

Rewards for Small Businesses Creating Jobs

"... we need to recognize that small and medium sized businesses across the country are the most dynamic forces for growth and employment".

Finance Minister Michael Wilson

The small business sector was explicitly recognized as the "major source of job creation" in the new Federal Budget. Seeking to "reward success, not subsidize effort", the Government is stepping aside and counting on businesses to create jobs.

With this in mind, the new Budget contains a sizeable list of initiatives designed to stimulate small and medium sized businesses to create the growth and employment so badly needed.

1. Lifetime Exemption for Capital Gains

To encourage more Canadians to invest in Canada's growth, the government is proposing a lifetime capital gains exemption of half a million dollars for individuals. The lifetime exemption is to be phased in over five years beginning with a \$20,000 exemption this year. In 1986, the exemption will be a cumulative \$50,000; for 1987 the cumulative limit is increased to \$100,000; \$200,000 in 1988; \$300,000 in 1989 and \$500,000 in 1990. The full \$500,000 exemption will, however, be immediately available for farmers.

2. RRSP and Pension Fund Investments in Private Corporations

RRSPs will be eligible to invest in smaller Canadian businesses with which they deal at arm's length. These measures will help direct significant amounts of money into small and medium-sized enterprises from the large pools of capital available in retirement funds. Special tax exempt Small Business Investment Corporations (SBICs) will be set up to allow the channeling of pension funds investments into small businesses.

3. New Limits on RRSP Contributions

Starting in 1986 the limits on RRSP contributions rise to \$7,500 and will increase each year until 1990, at which time pensions arising out of RRSP plans will compare

favourably with other types of pension plans. The maximum contribution to RRSPs in any year will eventually amount to 18 percent of earned income up to a maximum of \$15,500. These new measures will significantly improve the opportunities of building decent retirement incomes for the growing number of Canadians in small business, farming and the professions.

4. Venture Capital Funds

Assistance will also be provided to small business in the form of tax credits to individuals investing in labour-sponsored venture capital funds set up within a province to invest in small and medium-sized businesses. To be eligible, funds must be set up under provincial legislation, be managed by labour, and invested in small and medium-sized businesses.

5. Extension of Small Business Bond Provision

The small business bond program enables businesses in financial trouble to obtain lower cost financing by allowing financial institutions a tax exemption on the interest from these loans. To help small businesses in financial difficulty, the small business bond program will be extended for a further two years to the end of 1987.

6. Exemption from Temporary Corporate Surtax



The Honorable Michael Wilson, Minister of Finance, delivering his Budget address to the House of Commons.

Small businesses will be exempted from the five percent one-year corporate surtax "in recognition of the importance of strengthening small business and avoiding any brake on its development."

7. Refund of Investment Tax Credit of Current R & D Expenditures by Small Companies

Small firms doing research and development will now have 100

percent of the tax credit they now earn for research and development refundable directly to them. At present, only 40 percent of the credit is refundable.

8. Freezing of Unemployment Insurance Rates

Rising payroll taxes are a major obstacle to the growth of small businesses that create jobs. In recognition of this factor, the govern-

ment will freeze unemployment insurance premium rates at their current levels for 1986.

9. Tax Reform and Tax Administration

The federal government is committed to "making life easier for small businesses wherever possible by reducing red tape and easing administrative headaches." A number of measures are being taken to make the tax system fairer and improve administration.

Incentives for Risk-Taking

The Budget Speech emphasized that the top priority goal was to produce jobs for Canadians. The Budget thus affords incentives for small businesses to undertake new activities since it rewards successful risk-taking by the new capital gains exemptions. Picking the winners will be left to private initiative rather than to the government.

INDEX

FBDB Keeps Moving Ahead .	2
Is Investment Picking Up Again.....	2
FBDB's Financial Matchmaking Works!.....	3
International Small Business Has a Busy Session in Montreal.....	4
Small Business to Create 200 000 Jobs in 1985	4
The World Is A-Changing...	5
Businesswomen Talk Shop .	6
How Does Your Sales Team Measure Up?.....	7
Pied Pipers of a Generation.	8

Business Information Centre

The Federal Business Development Bank now offers a new telephone service whereby business people can obtain free information about assistance programs offered by various levels of government.

- Financial assistance
- Technical assistance
- A wide variety of other business related information

Don't delay, call us today! We can give you the information you need and refer you to the appropriate sources. For your local Business Information Centre, call toll free:

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EDITORIAL

ECONOMY WATCH

FBDB Keeps Moving Ahead

The fiscal year ended March 31 was a successful one for the Federal Business Development Bank with a remarkable increase in the volume of loans authorized, a rapid expansion of one of its more innovative services — the Financial Planning Program — and an operating profit approaching \$1 million before extraordinary item. More than 100 000 clients were served through its financial and management services.

Small Business Leading the Upturn

Just as FBDB's small business clientele led the way into the 1982 recession, it has been among the first to respond positively to the recovery. While loan numbers rose by 32 percent, the dollar volume increased to \$526.8 million from \$321.2 million in the previous year. Within the context of falling interest rates, many FBDB clients also clearly appreciated the possibility of choosing between a floating or a fixed-interest-rate plan.

Capital Investments Picking Up

The increased proportion of funds that went for capital assets — 56.5 percent in fiscal 1985 compared to 40.5 percent the previous year — is a reflection of business expansion in response to the economic recovery.

Serving the Weak Economic Regions

In fiscal 1985, the FBDB served 9 percent of all the businesses located in regions classified by the Government as disadvantaged, compared to only 3 percent in the strongest economic areas.

Risk Capital for Small Business

The FBDB's Investment Banking Division has become an important source of risk capital for small and medium-sized businesses. Its goal is to turn proposals with high growth potential into reality, proposals that do not fit totally into the financing criteria of private sector financial institutions and venture capitalists.

The services include direct purchase of a minority ownership interest, underwriting of private placements, joint ventures, syndication of proposals to other venture capitalists and financial institutions as well as assistance in mergers and acquisitions. So far, FBDB has been able to lever 2.7 dollars in private sector capital for every dollar it has invested.

After only two years of operations, the Division completed the fiscal year with a net income of \$3.1 million. Its total investment portfolio amounted to \$34.6 million at year-end.

The Financial Planning Program

The Financial Planning Program is FBDB's newest and most promising initiative and consists of four services: **Financial Matchmaking** through which FBDB brings together investors and people seeking investment; **Packaging and Intermediation** through which FBDB works with clients to develop their financial plans and proposals and then follows through to present them to other financial institutions or government agencies; **Do-It-Yourself Kits** that business people use to draw up the plans required for many important aspects of their business; **Strategic Planning** to help smaller businesses conduct the kind of comprehensive planning normally associated with large businesses.

Management Services Keep Increasing

FBDB keeps increasing and refining its Management Services, which are among the most important and fully integrated sources of small business expertise and information available in Canada today.

Who has not heard of the CASE Counselling Program for small businesses, the Business Management Seminars and Courses and Management Clinics? Who has not read at least one of the self-help pocket books in the "Minding Your Own Business" series? Who has not been exposed to the annual Small Business Week organized in cooperation with the Canadian Chamber of Commerce, provincial and local chambers and boards of trade?

Computerized Information Service

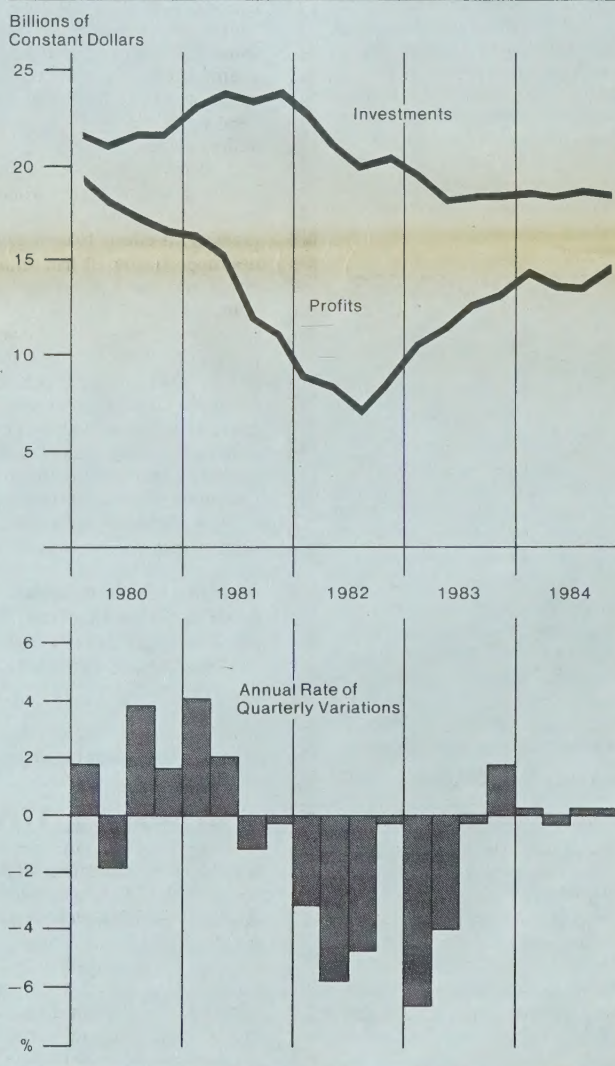
Although the FBDB has offered a Small Business Information Service on government assistance programs for business in all of its branches since 1975, fiscal 1985 was the year in which this service was computerized under the **Automated Information for Management (AIM) Program** for enhanced accuracy and speed. Over the past year, this service resulted in almost 90 000 referrals to government agencies and departments for information, literature and guidance.

Is Investment Picking Up Again?

While explanations for the weakness of the past two years' economic recovery abound, the lack of any major investment from business has certainly been a contributing factor.

Since 1981, investment in Canada has fallen by 20 percent. This decline can be attributed largely to the 1981-82 recession, whose impact may be illustrated as follows:

1. **Cause:** 1982 recession.
Effet: Excess production capacity.
2. **Cause:** Business profits plunge.
Effet: Less funds available for investment
3. **Cause:** High interest rates.
Effet: Increased debt service costs, with budgets concentrating on breaking even.



Faced with excess production capacity, plunging profits and high debt costs, businesses had little incentive to invest in bricks and mortar. Instead, they focused on breaking even and reducing their debt burden, at the cost of numerous plant closures and substantial layoffs.

Admittedly, businesses really had no choice: they had to re-trench in order to survive.

How do things stand now? It looks as though 1985 and 1986 will see a revival in investment, for the following reasons:

1. Excess capacity should be absorbed fairly quickly, owing partially to renewed demand for consumer goods, but primarily to an expected increase in exports following the fall of the Canadian dollar.
2. Most businesses started turning a profit again during 1984 and early 1985, which suggests they are probably now in a position to invest in modernizing their plant and equipment. Indeed, they will have to do so, if they are to increase productivity, improve the competitive position of Canadian producers and maintain the country's standard of living.
3. Businesses have not been totally successful in reducing their debt burden, but their improved working capital position allows them greater freedom to consider making investments earlier than before.

In fact, a recent study by the Department of Regional Industrial Expansion on intended capital expenditures predicts an increase of 13 percent in 1985, compared with 3 percent in 1984. Making allowance for inflation, this represents 8.9 percent growth for 1985, as against a mere 0.5 percent in 1984.

We may thus conclude that investment will be a major contributor to economic recovery in the months to come. In light of the very weak performance of investment in recent years, this revival is most encouraging.

LET FBDB KNOCK ON DOORS FOR YOU WITH ITS PACKAGING SERVICE

Need help with your financing? The FBDB is at your service. Fully 75% of those clients FBDB has helped arrange their financing had been unsuccessful in doing so on their own.

After assessing with you and your advisors the feasibility of a project, FBDB's Project Development Team will write a proposal which you will use to support your application for financing with financial institutions and/or government agencies. The proposal will be structured according to your needs to take maximum advantage of the sources of funding available: grants, lines of credit, equity, short- or long-term loans, or a combination of these.

But what is really special about the Packaging Service is that FBDB will act as an intermediary, presenting the package to those financial institutions and government agencies that are most apt to provide the financial support.

Besides the Packaging Service, FBDB's Financial Planning Program includes Financial Matchmaking, a nation-wide computer-operated introduction service matching up private investors with firms seeking investment and management support, Do-It-Yourself Kits and a soon-to-be-introduced Strategic Planning Process.

Call the nearest FBDB Office, use the toll-free line 1-800-361-2126 (112-800-361-2126 in B.C.), or return the coupon below.

BACKING INDEPENDENT BUSINESS



Federal Business
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FBDB Financial Planning Program

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Montreal, Quebec H4Z 1L4

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- ☐ copies of **Credit and Collection Tips** at \$10 per copy

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FBDB'S Financial Matchmaking Works!

In late 1983, the principal of a Calgary concern was approaching retirement age and wished to locate an investor who would eventually acquire full ownership of his company. His printing business, which had been established over a twenty-year period, was achieving profits and had a solid client base. What he wanted was a partner who would primarily look after sales while the principal supervised the printing activity.

The Federal Business Development Bank, through its Financial Matchmaking Program, was asked to seek out an appropriate investor. Reasonable interest was expressed by several investors listed with the Matchmaking Program; however, nothing firm materialized until the summer of 1984 when the FBDB introduced Jeffrey Anderson.

Anderson had just graduated with a business degree when he listed with the Matchmaking Program in his efforts to seek a business opportunity. He had funds to invest and some experience with printing.

The FBDB staff played an active role throughout the negotiations and assisted these individuals to conclude an agreement to their mutual satisfaction. Jeffrey Anderson is pleased with his investment and the business has continued without interruption.

Jack Kaufman, a Burlington, Ontario inventor, had a great idea for a new and inexpensive plastic dispenser of fluids using a vacuum process. This revolutionary item had wide application for dispensing liquids including shampoo, soap, milk and ketchup. What Kaufman lacked was the manufacturing and marketing expertise required to transform his invention into a marketable product.

The FBDB, via its Financial Matchmaking Program, was able to bring Kaufman and his idea together with Tom Mann, of Plastiglide Ltd., of Concord, Ontario, an experienced plastics manufacturer.

With FBDB's assistance, the parties negotiated a licensing agreement and commenced market research. Several consumer product corporations have shown considerable interest in the system and Kaufman's idea is being translated into a successful business opportunity.

These examples are typical of what is happening through the FBDB Financial Matchmaking Program. Using the most modern means of computerization, the FBDB officers are capable of matching investors with firms seeking investment anywhere in Canada. Interested investors and businesses are entered into FBDB's National Data Bank as soon as their requirements are assessed.

When a potential investor-business match is identified, each party's objectives are outlined to the principals involved. Introductory meetings are then arranged. The listing service is offered for a small fee. An additional fee, depending on the amount involved, is charged for matches that are successfully completed. Currently the program has a pool of over 1,000 investors/opportunities with funds of more than \$200 million available for investment.

Les Entreprises Immobilières Edmen Inc. of Montreal is another success story of the FBDB Financial Matchmaking Program. This

company was seeking to develop a \$3,000,000 real estate project in Old Montreal. They had purchased an old factory and wished to convert the building into a multi-unit residential condominium complex of 49 units.

Through the FBDB Financial Matchmaking Program an investor was found and enabled the project to proceed as planned. To date 42 of the 49 units have been sold, the investor has been repaid and earned a 40 percent return in just one year.

Matt Khoja, who wished to immigrate to Canada from England, utilized the Financial Planning Program to find and eventually invest in MacGill Industries, a Vancouver pillow manufacturer. This company had experienced declining sales profitability as a result of the recession; however, Khoja saw potential in the company and reached an agreement to invest \$100,000 for a 50 percent ownership. Subsequent to the investment, sales have increased to \$35,000 per month and all concerned feel the company has the potential to become a profitable, major manufacturer of pillows.

Khoja states, "I would not have located this business opportunity if it had not been for FBDB's Financial Matchmaking Program. My association with FBDB and its staff has been entirely satisfactory and I must say they act in an entirely professional manner."

Further details on this program may be obtained by contacting FBDB — Financial Planning Program, P.O. Box 335, Stock Exchange Tower Stn., Montreal, Quebec, H4Z 1L4. Tel: 1-800-361-2126. In B.C. 112-800-361-2126.



L. to r.: Tom Mann of Plastiglide Ltd. holding the product, with Jack Kaufman, the inventor.

International Small Business Has a Busy Session in Montreal



INTERNATIONAL
COUNCIL FOR
SMALL BUSINESS



International Council
for Small Business - Canada
Conseil international
de la petite entreprise - Canada



Ecole des
Hautes Etudes
Commerciales

It felt like a special assembly of the United Nations at the 30th Annual World Conference of the **International Council for Small Business (ICSB)** held at Montreal's Ecole des Hautes Etudes Commerciales from June 16 to 19. The theme of the conference was **"Small Business in the Entrepreneurial Era."**

The event drew presidents of business people associations and federations from Canada and abroad, as well as bankers and congress members from the USA, the UK, France and Germany. Speakers from Africa and South America discussed entrepreneurship and small business management.

A Full Program

The program was very full. All aspects of small business in the entrepreneurial era were discussed: starting up, training entrepreneurs, conventional financing, venture capital, management, bankruptcy and so on. Over 120 presentations were made by educators, researchers, association leaders and business people. The 30 papers selected by the jury are to be published in a collection, with the financial assistance of the Federal Business Development Bank.

Accomplishments

Several events highlighted the 30th ICSB conference:

1. The founding of Canada's first local venture capital club.

2. A workshop of economists seeking to measure the impact of a dynamic small business sector on the economy as a whole.
3. A meeting of directors of research centres and holders of chairs in entrepreneurship.
4. A special workshop on the state of small business in developing countries, with the participation of representatives from Brazil, Senegal, Ivory Coast and Cameroon.
5. An exhibit on innovation in small business, produced by the ICSB, running parallel to the conference.

Forum

ICSB conferences are a forum for national and international exchanges. For instance, ICSB-

Canada, since its creation in 1979, has sponsored yearly meetings of educators, business people and government representatives, who develop projects for subsequent implementation. These conferences are a breeding ground for ideas, which, from their embryonic state today, will tomorrow be implemented by small business or through government policy for the benefit of small business.

Role of the FBDB

The Federal Business Development Bank played a major part in the founding of ICSB-Canada in 1979 and remains one of its sponsors. The FBDB took part in the 30th Annual Conference in its fields of expertise, namely training, venture capital and the All Small Business Information program, and is delighted with the success of the conference.



Mrs. Monique Tardif, M.P. for Charlesbourg and Parliamentary Secretary to the Minister of Regional Industrial Expansion, addresses the Convention on behalf of the Canadian Government. By her side, Mr. Bernard Grégoire, Vice-President, Public Affairs, Federal Business Development Bank.



Small Business to Create 200,000 Jobs in 1985

A special
feature by
Douglas
Lajeunesse



The first half of this year should see a resurgent growth in employment and investment within the small business sector across the country, according to a survey report by the Canadian Federation of Independent Business (CFIB).

Conducted among CFIB's full membership in every region of Canada, the survey reveals that small businesses are optimistic about the economy and creation of new jobs. A strong 5.4 percent employment growth is anticipated for small business overall, which

would translate into 200,000 net new jobs. An encouraging 29 percent of small businesses forecast hirings, only 4.5 percent of firms anticipate layoffs, and all jurisdictions and industries indicate they will contribute to this improved picture.

The CFIB cautions, however, that the optimistic intentions could be thrown off track should there be further disruptions — such as a rise in interest rates — as occurred this past February.

In terms of plans for capital investments, 57.3 percent of respondents plan no change, compared with 64.1 percent of firms which indicated similar intentions in a CFIB survey taken last year. But a significantly larger percentage, 32.1, compared with 24.8 percent last May, plan increased capital investment. Unchanged are 5 percent of firms, which expect to reduce assets or sell part of their businesses.

A slightly different picture emerges for inventory plans, but optimism is nevertheless evident

in that 31 percent of independents plan inventory increases, up from 25 percent nearly a year ago. On the other hand, 15 percent intend to make inventory reductions, and less than half the businesses plan to remain at present levels.

From a regional standpoint the employment outlook is improved for all jurisdictions:

In Western Canada, Alberta's small business sector anticipates an employment increase of 4.2 percent while Manitoba is at 4.1 percent. British Columbia and Saskatchewan follow, both at 3.3 percent.

Ontario is looking at a 5.6 percent rise in employment within the sector, while Quebec is even more optimistic at 6 percent.

In the Atlantic region, where

seasonal factors are particularly pertinent, Prince Edward Island is looking at a 14.2 percent rise in employment, with Newfoundland and Nova Scotia at 9.6 and 9.4 percent respectively. New Brunswick expects an 8.2 increase.

Plans for capital investment across the provinces vary considerably, with Saskatchewan firms being at the low end at 22 percent. At the other extreme, 42 percent of Newfoundland firms and 37 percent of Ontario businesses expect to increase capital investment.

The CFIB has a total membership of 70,000 businesses. The number of respondents to the Federation's "Hard Facts" survey was 13,373.

RETAILERS' CORNER

The World Is A-Changing

"If you can't provide your specialized customers in a segmented market with the product they want to buy, at the price they want to pay, at a service level they will accept, you have lost the right to survive!"

With these words of warning, C. Richard Sharpe, Chairman and C.E.O. of Sears Canada and Chairman of the Retail Council of Canada, described the challenge facing Canadian retailers in the months and years to come.

In his keynote address to the Council's Annual Convention, where the theme was *The New Retail Realities, Evolution or Extinction*, Mr. Sharpe stated "retailers are in a confrontation with the future" and spoke of a number of issues which must be of concern to most retailers.

Effective marketing has been, and will always be, crucial to a successful retail operation. But today's consumer marketplace is fractured into a wide variety of lifestyles, age and attitude groups. Buzz words — *yuppies, preppies, greys* — dominate the trade as retailers attempt to identify specific income and product demands.

A Labour Shortage in Our Lifetime?

Regardless of category, today's consumer is alert, educated and intelligent in making shopping choices, but the similarities end there. The declining birthrate — the "baby bust" — of recent years will undoubtedly create labour shortages in the future.

Consequences of such a labour-short environment might be more women in the workforce, higher salaries based on short supply and high demand, or more disposable income, all of which will impact on retail shopping trends. Retailers in tune with these changing times will be in a better position to capitalize in an effective, and profitable, way.

Good financial management is also important to business success. Mr. Sharpe used as an example an entrepreneur planning a new retail operation. On one hand a market study may suggest a mall location — on the other hand a new shopping centre with high, and rising, rents may result in an overly-high cost of physical plant. This in turn can force the point of obtaining a reasonable return on investment many years down the road — by which time the market may have changed dramatically.

Stimulate Employee Creativity

In addition, Mr. Sharpe emphasized the need for effective "people" management. "We can talk about management, about systems, and about productivity as issues to be addressed, but, if we neglect our front lines, the real people in the business, it will be wasted effort. Leadership must learn again how to stimulate and nurture employee creativity," he said.

Retailers' relationships with their employees are changing with the introduction, in an increasing

number of establishments, of third-party management. But Sharpe insisted the smaller independent still has a decided competitive edge.

The larger organizations have been so successful in centralizing all decision-making in the name of productivity and elimination of duplication of effort that they have destroyed the entrepreneurial spirit which built the business in the first place.

Sharpe contended that "big business has so harnessed middle management with policy bulletins, that these bulletins have become a substitute for brains."

On the other hand, he warned small retailers to avoid the temptation of turning all their household tasks over to their salespeople. It may appear that in that way the jobs *don't cost anything*, but in

fact by diverting attention from the main function — selling — sales, the very heart of the retail operation, may be lost.

No discussion of the future would be complete without a look at advancing technology, and Mr. Sharpe did not disappoint.

Concentrate on Doing Business, Not Counting It

Discussing the computer, he agreed that it can be a wonderful tool for running a modern, efficient retail operation. But he warned, "retailers must get the computer out of the hands of the accountant, and into the hands of the merchant. . . Concentrate on doing business, not counting it".

Prepare for the Cashless Revolution

Sharpe suggested that retailers

must prepare for the *cashless revolution*, and the profound effect that it will have on the retailer/customer relationship.

He used Electronic Funds Transfer as a case in point. This will bring the retail industry and the financial industry into conflict as they try to determine "whose customer is it?"

Retailers must also prepare themselves for Two-way Responsive Electronic Merchandising, where the customer shops at home in front of the TV system. The successful retailer will not only prepare for the challenge but will take advantage of the opportunities it offers.

Mr. Sharpe concluded with a reference to the Convention theme. He drew a parallel from Darwin's Theory of Evolution stating "in a free market system only the fittest survive. Retailers who want to be among that group will have to be aware of the *new retail realities*, the issues that face them on an everyday basis."

This article was submitted to *ProfitS* by the Retail Council of Canada. The Council provides a variety of publications and services for its members. For more information contact:

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(416) 598-4684



"Buzz words — *yuppies, preppies, greys* — dominate the trade as retailers attempt to identify specific income and product demands."



"Effective marketing has been, and will always be, crucial to a successful retail operation."

Businesswomen Talk Shop

To help address some of the issues of women in the workplace the **Federal Business Development Bank (FBDB)** has, for the last three years, co-sponsored with the Atlantic Region Management Training Centre, Atlantic Television Systems and the Nova Scotia Department of Development, a **Women in Business Conference**. Women who make critical decisions that will affect their lifestyle as well as the economic and social priorities of the future meet each March to discuss ways of developing business opportunities. (FBDB has had a hand in other such get-togethers elsewhere).

Pat Coolen, Regional Solicitor, FBDB, echoed the theme of the latest conference when she stated "...women, at times, feel rather isolated, so a conference like this gives us a chance to share experiences and learn how to cope."

Encouraging statistics on the topic of women in business emerged from the conference. Women are now starting businesses at three times the rate of their male counterparts, but whereas 25 percent of the male-run start-ups are succeeding, the success rate among female-run businesses is 47 percent. As a result the number of women-owned businesses in Canada has grown to 40 percent of the number of male-owned businesses.

Despite these statistics, it was generally conceded that the phenomenon of women in management was new, and the movement very young. And the various speakers did not attempt to paint a rosy picture of the triple role of executive, wife and mother.

Eileen Mahoney, Chief Economist with the Department of Regional Industrial Expansion spoke out positively by stating "I think it is perfectly possible to be a serious-minded career woman as well as a good mother." However, in mak-

ing the choice to do both, women should not expect a long maternity leave, unless complications arise. "Pregnancy is not an illness," she said.

No Special Treatment

Maureen Sabia, General Counsel, Redpath Industries, continued this theme in her address by pointing out that women wanting to pursue careers in business have to make choices and they should not expect special consideration just because of being a woman. They must learn to be skillful at playing the corporate politics game. That means, for instance, letting your superiors know of your goals, knowing every facet of the organization, and working with men.

"Business is now a man's world since they hold positions of power," she said. "Women can't expect to counteract the Old Boys' network with the New Girls' network. Feminine traits can be of enormous benefit to corporations." However, women cannot simply "storm the barricades." Being accepted involves changing attitudes, which may take some time.

She noted that many women do not pursue power as a goal. Defining power as the ability to influ-

ence decision-making, she drew from the experience of her own profession where, she said, more female than male lawyers get A's throughout law school but they usually end up working in family law.

She concluded by advising that women in business should not read "how to" articles for women but rather informative magazines such as "The Economist" and "The Harvard Business Review." But, she stressed, "don't be afraid to indulge your femininity... You don't have to wear a gray flannel suit."

Commitment Necessary

In her workshop presentation Deanna Silver, President of Silver Spoon Desserts Enterprises Limited of Halifax, told the group that women must be prepared to make a huge commitment of time and, therefore, should make sure that what they pursue is something from which they will derive a tremendous amount of pleasure.

In the same vein, Joy-Anne Rands, a Marketing Manager with Andres Wines, advised women to be prepared for travel, transfers and hard work. "If you want to be a success in the business world you have to make your own good luck. The dictionary is the only place where success comes before work."

Carol Lesbirel, President of the Group Model and Talent Agency, recommended that women establish a good business relationship with the bank. "I brought my banker to my office to show him

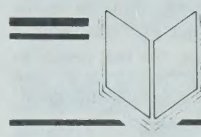
what we do and allow him to understand our business. He was amazed that people actually paid to see fashion shows! After, I got the loan."

Impressive List

The conference registration read like a "who's who" of women in business. Other workshops featured addresses by Laura Legge Q.C., Senior Partner Legge & Legge, and Treasurer of the Law Society of Upper Canada; Imla

Roberts of Imla Roberts Management Services Limited; Mary Dawson, Warden, Kingston Penitentiary; and Eliza Collins, Senior Editor, Harvard Business Review.

Maureen Sabia summed up the phenomenon of the March 26th Women in Business Conference when she stated "...when this kind of conference is no longer necessary is when women have made it in the business world."



PROFITABLE READINGS

Techniques of Exporting — J.R. Arnold — Frye Publishing, 1565 Willson Place, Winnipeg, Man. R3T 4H1. \$14.95 postage paid (168 p.).

The author was assisted by experts in various facets of exporting from around the world. Each is listed in the book.

Inexperienced companies are given graphic instructions step by step so they can test and find overseas markets; ship by various modes; price their products correctly; insure them against loss, damage or non-payment; and quote correctly.

Each year thousands of Canadian companies shipping to the U.S.A. either are reassessed additional customs duties or are charged with fraud because of incorrect documentation. If instructions in the book are followed, no difficulties will be met.

Experienced companies also will benefit from information on trading with the People's Republic of China, on how to obtain in Canada all information to trade

with Taiwan where we have no representation; also on how to obtain passport permission in Canada to enter Taiwan.

Free trade zones and counter-trade are explained, as are laws in many countries assessing penalties for cancellation of a foreign agent's contract. Details are given of licensing production abroad and many more vital topics.

The author had 20 years' experience exporting; has written extensively; taught practical export marketing at Dalhousie University in Halifax; and conducted many export seminars for governments and other organizations. His former book "Exporting" was highly praised and sold five printings.

Profit\$

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Maureen Sabia, General Counsel, Redpath Industries, addressing the Women in Business Conference.

MANUFACTURERS' CORNER

How Does Your Sales Team Measure Up?

Many small and medium sized companies have trouble organizing their sales effort. If you are like many owner/managers, you probably never seem to have enough time to analyze your sales activity. Yet if you haven't a good sales team, even if your product is great, you can kiss your profits goodbye.

Take a couple of minutes, now, to ask yourself a few questions about the organization of your company's sales staff. These questions are from the Canadian Manufacturers' Association booklet, *"How Does Your Company Measure Up?"*. This publication has helped thousands of manufacturers run their companies more profitably. Once you have answered the questions, you can rate your company's performance compared with the way the most successful companies operate.

Sales management

Here is what "How Does Your Company Measure Up?" says about sales management. "The responsibility of sales management is to plan and direct the sales activities so as to produce the maximum effect in accordance with the marketing plan, and the sales forecast. Thus, sales management must know who the potential customers are; establish what selling tasks need to be performed to influence them to buy; and determine what time is required to handle each class of account.

With these clearly defined responsibilities in mind, ask yourself the following questions and see how your sales management measures up.

- Has the number of sales representatives required been systematically determined on the basis of call frequency and coverage that would be most profitable for the company?
- Are sales territories allocated on the basis of customer coverage and profit potential?
- Are sales calls made on a planned call frequency?
- Are sales representatives properly equipped with samples, catalogues, price lists, order books, etc.?
- Are sales presentations properly planned and executed?
- Does the sales manager spend enough time making calls with each sales representative?
- Is adequate consideration given by the sales manager to the sales reports?

Sales control

Knowing what is happening to your sales is extremely important. Analyzing trends and acting

accordingly is practicing good sales control. "How Does Your Company Measure Up?" defines sales control in the following way:

Sales control is the means by which the sales manager keeps informed of progress towards department and corporate objectives as the year progresses. Sales control should not only detect deviations from the marketing plan and sales forecast, but should also assess the causes of the deviations and initiate corrective measures.

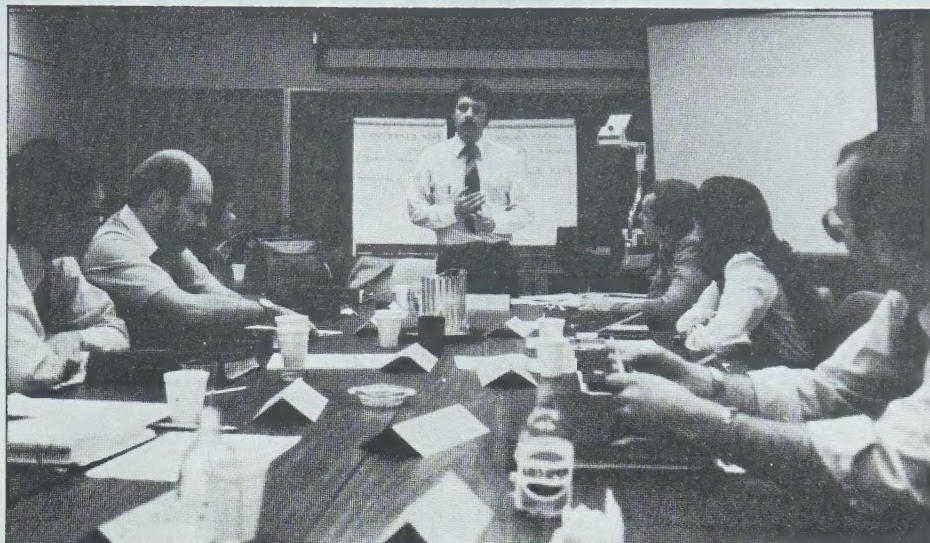
Based on this definition how would you rate your sales control?

- Are sales quotas established for each sales representative?
- Are budgets established for selling expenses?
- Are adequate sales control records and sales force reports prepared? Are they in a form which will be intelligible and useful to other departments?
- Are sales volume, cost and profit — by territory, product and salesperson — computed and analyzed frequently?

The Sales Staff

Selection and training of sales representatives can be satisfactory only if specifications have first been established for the job to be done and the type of person required.

- Has it been determined what task the sales force is to do, and how to do it?
- Have job descriptions been prepared, giving a detailed analysis of the daily work?
- Have the essential qualifications required in a good sales representative been identified: character, appearance, technical knowledge, selling apti-



"If you are like many owner/managers, you probably never seem to have enough time to analyze your sales activity."

tude, experience, etc.?

- Is selection based on the essential qualifications required?
- Do you have a sales training program covering company knowledge, product knowledge, selling techniques, working methods, etc.?

Evaluation

"How Does Your Company Measure Up?" is much more than a series of questions. Having used the "question" technique you must evaluate your answers. The booklet includes some Sales Diagnostic Data Sheets and Diagnostic Rating Forms.

First enter the raw data such as sales representatives by product or territory, the value of sales, number of orders etc. Then, turn to the rating form and evaluate your organization according to level of performance and action required.

You have now pinpointed those areas of your sales organization where action will most likely pay instant dividends. You have been able to look at your own business and by asking a few simple questions zero in on the weak areas and take action to improve your performance.

The vast majority of members of the Canadian Manufacturers' Association are small or medium sized companies. Many have found "How Does Your Company Measure Up?" (available through CMA Publications for \$10) to be a

useful tool for self-diagnosis, allowing them to step back and take a look at their company from an outsider's point of view... in other words, to be their own consultant.

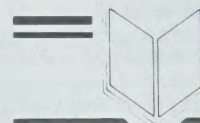
There are 56 groups of questions covering such varied topics as organization, production planning and control, advertising and promotion, budgeting, and many more.

In addition 79 books, pamphlets and articles especially writ-

ten for small and medium sized companies are listed, covering the subjects in greater depth.

This article was contributed to Profit\$ by the Canadian Manufacturers' Association. For more information contact:

Canadian Manufacturers' Association
1 Yonge St.,
Toronto, Ont., M5E 1J9
(416) 363-7261



PROFITABLE READINGS

The Service Encounter: managing employee/customer interaction in service businesses. — John A. Czepiel, Michael R. Solomon, Carol F. Surprenant, editors. — Lexington, Mass., distributed in Canada by D.C. Heath & Co., 100 Adelaide St. W., Suite 1600, Toronto, Ontario, M5H 1S9. \$41.95.*

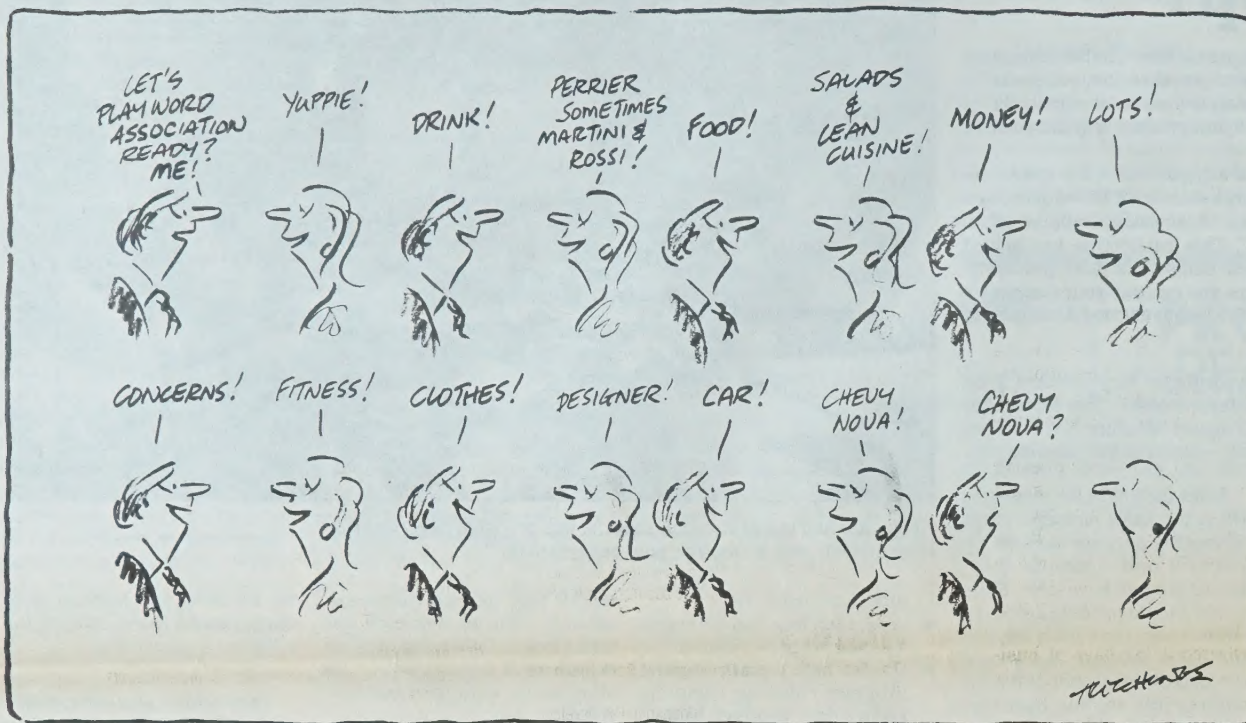
Based on the premise that the ultimate success of any service organization lies in the quality of customer relations, this book explores the "service encounter" from psychological, managerial, and marketing points of view. Ser-

vices encounters are also viewed as examples of social organization displaying such themes as social class, power, control, and authority.

* Price is approximate.

Where They Go The Baby Boomers Follow Pied Pipers of a Generation

by Mark Smyka



Yuppies Are Business Opportunities

"These people don't save money. They spend a great percentage of their disposable income. They want it all, and they believe they can have it all. And they're willing to work for what they get."

"In several instances, the influence of yuppie lifestyle and taste has created entire industries."

This remarkable description of a most influential segment of the market comes from the April 22, 1985 issue of **"Marketing"**. We believe it is must reading for entrepreneurs looking for business opportunities.

SOME say yuppie. Others say yumpie.

Young Urban Professionals, or Young Upwardly-Mobile Professionals. There's no real consensus on exactly who or where these people are, whether they are strictly fashionable urbanites or whether the emphasis is on their upward mobility.

But it's not so important to pinpoint the group itself, says Young and Rubicam's Toronto deputy general manager, Garry Payne. The critical understanding of these so-called yuppies is in the influence they exert over the entire baby boom generation.

Broadly speaking, Payne identifies the yuppies this way:

They are aged 25 to 39 years, though the core is closer to the 30 to 39-year age group. They are in the professional, managerial and entrepreneurial ranks. Their minimum personal income is \$30,000 per year and minimum household income is \$50,000 to \$55,000. They are also university-educated.

As a group, they are surprisingly small. Y&R estimates that there are fewer than one million yuppies in Canada, or roughly 4 percent or 5 percent of the total adult population.

"It is not a sizeable market in itself. But why is it so closely watched?" says Payne.

"The reason is that this group is the leading edge — it is the trend setter for the entire baby-boom

generation of 19 to 35-year-olds which is the biggest, most affluent, best-educated market Canada has ever had.

"And there's never been a generation that represents so large a segment of an entire population. We estimate that there are roughly seven million to eight million baby boomers, or about one-third of the Canadian population."

Payne says the importance of the yuppie group within the baby-boom generation cannot be over-emphasized.

"They legitimize consumer market trends. And they're highly visible people, so the degree of their influence is even greater for that. To have your brand accepted — or even implicitly accepted — by them can have a tremendous effect on the rest of an entire generation."

Payne adds that the yuppie influence is enhanced by the fact that the baby boom generation — perhaps more than any other generation — reacts as a mass market.

In several instances, the influence of yuppie lifestyle and taste have created entire industries.

"They virtually created some sectors of the import car market, lighter beverages and foods, consumer electronics, the running and exercise-related industry, natural and healthy foods. The yuppies demanded these products and entire markets were created as the baby-boom generation responded."

It is one thing to want to tap the yuppie taste, but it is quite another to actually find the right way to do it, says Payne.

"It's critical that you capture their lifestyle and values, and you've got to read it right."

"They are the innovators and the early adaptors of the baby boomers. They will try new products and new leisure activities. They want to be unique. They get bored easily. They are experiential in that they prefer to try things themselves. They like doing things. And they're not brand

loyal.

"The key thing about the yuppies is that you have to measure them by a whole new set of standards. There's nothing in the books that will give you all the answers."

"These people don't save money. They spend a great percentage of their disposable income. They want it all, and they believe they can have it all. And they're willing to work for what they get."

"They're career and success-oriented, but what drives them is not careers and power in itself. They are more interested in a career for what it can do to fulfill the kind of lifestyle they want to live."

Adds Payne: "Another reason why they're so influential is that their lifestyle itself gives them a high profile. They do a lot. They're mobile. They live by agendas. Therefore, the high-profile lifestyle gives the products that they use a disproportionately high visibility. Certainly higher than the size of their group as a market."

Their mobility also makes them a tough market to target, says Payne.

"They're always looking for new and better ways. The smart marketer will need to follow the yuppies as they make their way through the baby-boom generation. They will never lose their influence as the leading edge of the baby boomers."

Payne predicts that it will be increasingly important to monitor the changes in the yuppie group as the baby-boom generation matures.

"When the baby-boom generation reaches its highest earning power years — between 35 and 50 — they will represent 40 to 50 percent of all consumer spending, yet they will represent only 25 percent of the population."

There will be new markets created to service the needs of this generation, and it will have unprecedented money to spend.

Already, the yuppies, who are beginning families of their own, have created a new market for a new generation of children, the kind that wear designer baby clothes — the Skoties, or the Spoiled Kids of the Eighties.

British Columbia & Yukon



FBDB Can Help You in Many Ways

Message from the Vice-President



Over the past year, we have noted two major trends in the B.C. and the Yukon economy. First, in those parts of the region where survival is the name of the game, owner/managers are feverishly tackling the job of reducing overhead and building profits. Secondly, new businesses are popping up all over! As we all know, too well, jobs are scarce. In the face of this reality creating your own job becomes a solution.

Whether struggling for survival, rebuilding profits or creating a new venture, each business needs a different mix of ingredients to succeed. The basic formula is comprised of management, financing, a product and a market.

What Is The Right Mix?

Every business, new, old, small or large, faces a seemingly endless series of problems and opportunities.

What marketing plans are needed? What can I do to control costs? How much debt is too much debt? Are there any government grants? Finding the answers to these few basic questions is merely scratching the surface for owners.

Every day business people bring their questions to us. Some have simple problems — where to obtain a business license, for example. At the other extreme, a manager may want to sit down with us to resolve a complex financing proposal.

I can assure you, each request gets our full attention!

If you are looking for business information or advice the recommendations may involve purchasing a "Do-It-Yourself" kit, requesting statistical data, attending a seminar, registering for a Business Management Course or using a CASE Counsellor.

If your needs are financial, solutions may involve equity invest-

ment from us or from outside investors, packaging a project report for other lenders, or obtaining term financing from us. Our aim is to produce a positive and lasting impact on small and medium sized business.

The FBDB Role

Our success can be judged in terms of our activities here in British Columbia and the Yukon. In the twelve months which ended March 31st the FBDB:

- Handled 9,703 enquiries through our Business Information Centre (toll free no. 112-800-663-0433) and office interviews;
- Presented 477 down-to-earth business management seminars to some 8,000 people;
- Distributed over 1,500 Business Management Courses to local colleges and school boards for use in their evening programs;
- Delivered 3,752 days of business counselling through our CASE Counselling Service;
- Provided businesses with term loans totalling \$103 million, which their owners anticipated would create 900 to 1,000 new jobs.
- Packaged financial proposals totalling \$69.3 million for presentation to private institutions and government agencies.
- Registered in our Matchmaking Service 142 investors with a pool of funds totalling \$88.7 million and 185 businesses looking for private investment totalling \$115.8 million.

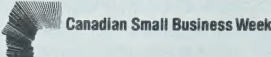
Our objective is twofold. One, to provide a fertile source of management support and, second, to provide the bricks and mortar of business financing. With our broad range of products we are positioned to work with the private sector to help in one way or another virtually every business, whether established or in the start-up stage.

D.A. Kerley
Vice-President and
Regional General Manager

The Vancouver Business Information & International Trade Fair

Hotel Vancouver
October 21-23

Incorporating The Federal Business Development Bank "Business Information Fair" and The Vancouver Board of Trade "International Trade Fair" with the co-sponsorship of the Lower Mainland Chambers of Commerce



Call for Exhibitors

This year the Federal Business Development Bank and the Vancouver Board of Trade have joined their two fairs to present the highest profile business event of 1985!

History

The Federal Business Development Bank Business Information Fair

The FBDB Business Information Fair developed as a part of Small Business Week in Canada. Fair exhibitors usually include most provincial and federal departments and in recent years there has been a strong representation from both the private sector and non-profit professional associations. All of these exhibitors provided excellent visual displays of their products and information and presented a forty-five minute seminar. These seminars have become a focal point of the fair.

The Business Information Fair has continued to grow in stature and size. An analysis of our attendance profile showed that:

- 41% were business owners
- 39% were planning to start a business
- 16% were employees managers
- 4% were other

We predict an attendance of 12,000 for 1985, and a very high profile event.

The Vancouver Board of Trade International Trade Fair.

First held in 1983, the International Trade Fair provided a focal point for the international business community in Vancouver to support Export Month. It was felt that there was a need to promote recognition of Vancouver's increasing involvement with overseas trade, particularly the Pacific Rim countries. In response, The Board initiated and sponsored an International Trade Fair.

Why You Should Exhibit

- Costs and profitability are everyone's responsibility — this fair is dedicated to success.
- Exhibitors and attendees will both benefit from this rare opportunity to share and exchange knowledge and information with those truly interested in re-shaping and re-thinking our economy.
- You will have the opportunity to promote your information and product to a highly qualified consumer.
- Independent business is our future and the stakes are phenomenal! Be a part of its growth.

Some Exhibitor Comments from the 1984 Fair

- Thought the fair was great!
- On the whole, a well run fair.
- Well organized. Very good media coverage.
- Best ever by FBDB.
- A good promotion, positive results from both participants and attendees.
- Well organized, smooth running.

The Seminars

During the Fair the Federal Business Development Bank and the Vancouver Board of Trade will present seminars on business and trade development. Space and time are also available for exhibitors to present forty-five minute seminars on services and information that will interest the fair visitors. A seminar schedule and list of presenters will form a major part of our advertising and promotion.

These seminars have been extraordinarily successful in the past and we hope you'll take this opportunity to participate — it can only result in success for everyone.

Fair Timetables

Business Information Fair October 21-23		Fair set-up (afternoon)
Sunday, October 20		
Monday, October 21	10:00 am - 9:00 pm	Fair Open
Tuesday, October 22	10:00 am - 9:00 pm	Fair Open
Wednesday, October 23	10:00 am - 9:00 pm	Fair Open
Thursday, October 24		Fair break down (morning only)

Rental Rate \$700.00 for a standard 8' x 10' booth for the full three days.

International Trade Fair October 22-23		Fair set-up (afternoon)
Monday, October 21		
Tuesday, October 22	4:00 pm - 9:00 pm	Fair set-up
Wednesday, October 23	10:00 am - 9:00 pm	Fair Open
Thursday, October 24	10:00 am - 9:00 pm	Fair Open
		Fair break-down (morning only)

Rental Rate \$500.00 for a standard 8' x 10' booth for the full two days.

For more information call or write to:
The Vancouver Business Information & International Trade Fair
c/o City Studio, Inc.
204 - 560 Beatty Street
Vancouver V6B 2L3
(604) 681-0388

Marketing and Financial Management FBDB Launches New Seminars and Courses

"The more you know, the more you grow!"

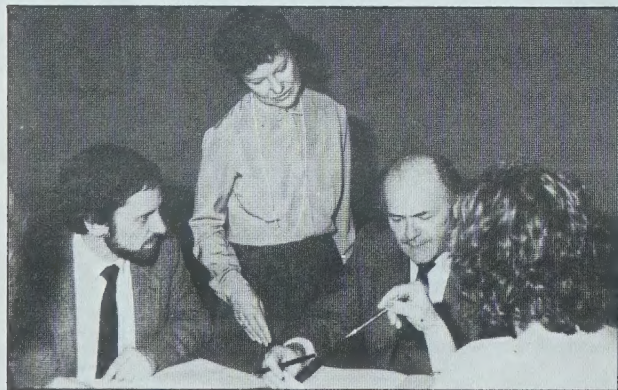
This was the keynote of the most recent Small Business Week, held during October 1984. It was no coincidence that, as cosponsor of Small Business Week, the **Federal Business Development Bank (FBDB)** would emphasize increasing management knowledge. Developing sound business practices by making available suitable training products is the mandate of FBDB's Management Services. In today's fast-changing business environment, *the more you know about all aspects of business, the better your business will do.*

The FBDB has long been recognized as a world leader in the field of management training. Through its network of branches serving all provinces as well as the territories, specially trained leaders presented seminars, workshops and video clinics to over 52 000 participants during the 1984/85 season. In addition, over 25 000 interested business people registered for the Bank's Business Management Courses offered through local community colleges (CEGEPs in Québec) during the 1984/85 school year.

For the Product Development department of the FBDB, satisfying this need for training is an ongoing challenge. Not only is it necessary to update existing material, incorporating new trends and the latest techniques, but new products must be written — seminars and courses that deal with an ever widening core of business subjects yet meet more and more specific needs as Canadian business becomes increasingly specialized. The new products now available are examples of this trend.



Specially trained Seminar Leaders facilitate better understanding of business problems.



Business Management Seminars

Increasing Revenues: Marketing for the Food Service Industry and Marketing for Retailers are seminars specially designed to help owner/managers in these two dynamic sectors increase revenues.

Profit is not a dirty word! For the majority it should be the reason for being in business. But, how to increase that bottom line? This challenge faces every owner/manager. Naturally, part of the solution lies in increased revenues. (The other side of the coin is decreased costs, of course).

It doesn't matter whether you operate an "in-house" cafeteria with a relatively captive market or an independent restaurant with all of the competition along "Main Street". You must have a well defined marketing mix of Product, Price, Place and Promotion aimed at an identified *target* market. De-

veloped in collaboration with the Canadian Food Service Executives Association **Marketing for the Food Service Industry** will not only help you define your market segment, but will show you how to use this information to **increase your revenues!**

Marketing for Retailers has been designed for those of you who run an established retail store but whose revenues are not as high as hoped. While you are probably aware of increased competition you may not know the extent of change in your trading area. Sound familiar? **Marketing for Retailers** will show you how to identify a market segment whose needs are not being met... and how to plan a marketing mix to **increase your sales!**

Theory will be discussed during each of the presentations; you will also receive a "Take-Home" booklet



in which the seminar is summarized for future reference and necessary forms etc. are provided for use in setting up your own marketing strategy.

In short, spending one day at an **Increasing Revenues** seminar makes good, profitable business sense.

Business Management Courses

Each Business Management Course is made up of ten, three hour modules. Developed and produced by the FBDB, they are distributed through provincial and territorial Ministries or Departments of Education. They are usually offered as evening courses through Adult or Continuing Education programs at local community colleges (CEGEPs in Québec).

Now available for presentation at your local college is the first Business Management Course devoted solely to the Manufacturing sector — **Cost Controls for Manufacturers**.

If the recession has taught us one thing it is that seat-of-the-pants management is **Out!** Rational decision making is **In!** When costs are not clearly defined, making a profit becomes a matter of chance. But, when expenses at all stages are known, management decisions can be based on reliable data, not on "guesstimates".

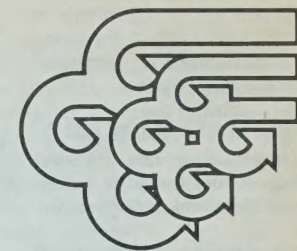
Cost Controls for Manufactur-

ers will show you how to maximize your profits by using straightforward calculations of direct and indirect costs of sales, administration and overhead.

Effective Supervision also debuts for the Fall session. This is a course designed for those key people "in charge"; those who lead, direct, manage, conduct, supervise, yes, even run a company, branch or group.

Your success as a supervisor stems from the influence you have on your employees. **Effective Supervision** provides practical techniques for improving employee relations; helps to increase your effectiveness as a supervisor, immediately; and will help the business you own or manage achieve its goals.

With these new offerings the Bank now has twenty Business Management Seminars and twenty Business Management Courses dealing with Marketing, Personnel, Financial and General Management topics.



For information on training programs in your area call the nearest branch of the Federal Business Development Bank or call, toll free, 1-800-361-2126 (in B.C., call 112-800-361-2126).

Business Management Seminars are designed around real-life Case Studies providing ideas that can be put to use as soon as you get back on the job.

Marketing et gestion financière

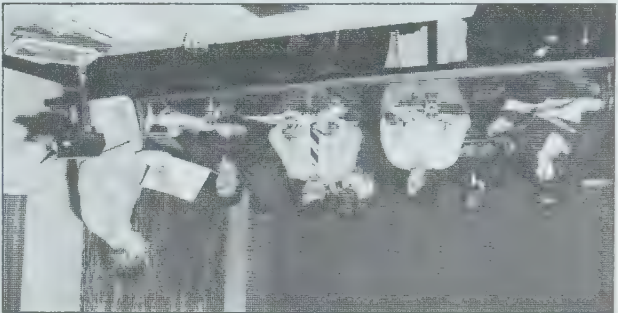
La BFD lance de nouveaux cours et séminaires

«Plus j'apprends, plus j'entreprends!»

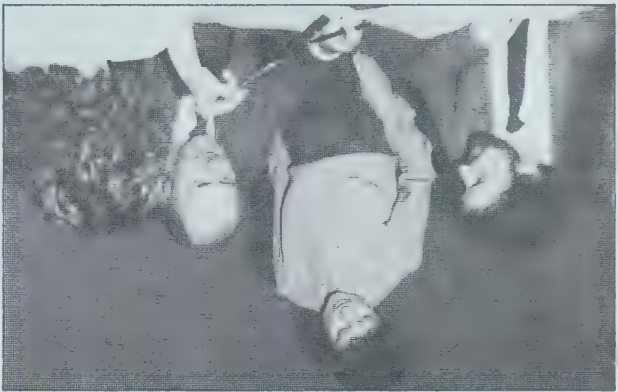
C'était là le thème de la Semaine de la PME en 1984. Ce n'est certes pas par hasard que la Banque fédérale de développement (BFD), un des deux organismes qui parrainent cet événement, a choisi de mettre l'accent sur les connaissances en gestion. Le rôle de la BFD est de favoriser le développement de saines pratiques de gestion grâce à la conception de produits de formation adéquats. Le monde des affaires évolue si rapidement que mieux vous connaîtrez tous les aspects de la gestion, plus votre entreprise ira loin.

Depuis longtemps, la BFD est reconnue comme un chef de file mondial dans la formation en gestion. Ainsi, grâce à son réseau de succursales qui desservent l'ensemble du pays, plus de 52 000 personnes ont pu participer aux séminaires, ateliers et cliniques vidéo présentés par des animateurs spécialement formés à cette fin et plus de 25 000 autres se sont inscrites aux cours de gestion de la BFD offerts dans les collèges (CEGEPs au Québec) au cours de l'année 1984-1985.

La BFD reste à la fine pointe des nouvelles tendances et techniques de formation. Ses cours et séminaires portent sur un nombre sans cesse croissant de sujets afin de répondre à la spécialisation des entreprises. En voici quelques exemples.



Des animateurs de séminaires spécialisés facilitent la compréhension des situations d'affaires.



Séminaires de gestion

Marketing pour les services alimentaires et Marketing pour le commerce de détail ont été spécialement conçus pour aider les exploitants à augmenter leurs revenus. «Profit» n'est pas un mot à proscrire! Pour quelle autre raison les gens se lanceraient-ils en affaires? Mais comment accroître ce bénéfice net? Évidemment, une partie de la solution réside dans l'augmentation des revenus (et l'autre, il va sans dire, dans la diminution des coûts).

Vous exploitez une cafétéria «maison» et votre marché est relativement sur la «rue Principale» et la concurrence est vive? Il faut établir une combinaison optimale des produits, des prix, de l'emplacement et de la promotion pour atteindre votre marché cible. Elaboré en collaboration avec la Canabore en gestion de gestion des affaires se compose de dix modules publiés par la BFD, ces cours sont offerts par les ministères de l'Éducation des provinces et territoires. Ils se donnent habituellement le soir dans les collèges locaux (CEGEPs au Québec) dans le cadre des programmes de formation des adultes (Pédagogie permanente).

Vous pouvez vous inscrire des maintenant au premier cours de gestion des affaires consacré exclusivement au secteur de la fabrication: Gestion des coûts de la fabrication. La récession nous aura au moins appris de ne pas gérer par instinct, mais par des décisions rationnelles. Une prévision adéquate des coûts aux diverses étapes «éclair» bien davantage la direction sur les décisions à prendre que des estimations faites «à l'aveuglette».

Gestion des coûts de fabrication vous montrera comment

Marketing pour le commerce de détail a été conçu pour les exploitants d'un commerce de détail bien établi, mais dont les revenus ne sont pas suffisamment élevés. La concurrence est de plus en plus forte mais vous n'en connaissez pas vraiment la cause. Marketing pour le commerce de détail vous montrera comment identifier le segment du marché dont les besoins restent à satisfaire et comment planifier la commercialisation en vue d'augmenter vos ventes!

Outre la théorie, on vous donnera un cahier où sont résumés les sujets abordés durant le séminaire et vos revenus est un placement sûr et profitable.

Cours de gestion des affaires

Chaque cours de gestion des affaires se compose de dix modules publiés par la BFD, ces cours sont offerts par les ministères de l'Éducation des provinces et territoires. Ils se donnent habituellement le soir dans les collèges locaux (CEGEPs au Québec) dans le cadre des programmes de formation des adultes (Pédagogie permanente).

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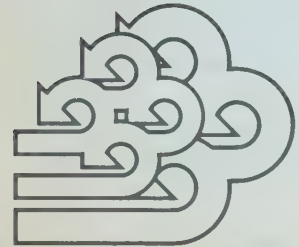
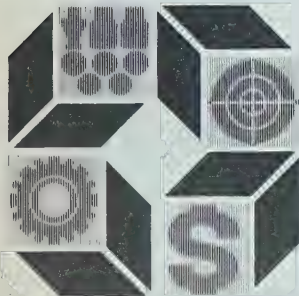
Gestion des coûts de fabrication vous montrera comment

La BFD offre maintenant vingt séminaires de gestion et vingt cours de gestion des affaires qui traitent de divers sujets dans le domaine du marketing, du personnel, des finances et de la gestion générale.

Une gestion efficace fournit des techniques pratiques sur la façon d'améliorer les relations avec vos employés. Ce cours contribuera à la réalisation des objectifs de votre entreprise.

La BFD offre maintenant vingt séminaires de gestion et vingt cours de gestion des affaires qui traitent de divers sujets dans le domaine du marketing, du personnel, des finances et de la gestion générale.

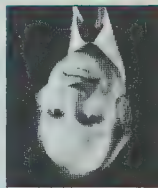
Les séminaires de gestion sont conçus dans le contexte de cas vécus et suscitent des idées utilisables dans votre retour au travail.



Pour plus de renseignements sur les programmes de formation offerts dans votre région, veuillez vous adresser à la succursale la plus près de chez vous ou téléphoner, sans frais, 1-800-361-2126 (112-800-361-2126 en C.-B.).

La BFD peut vous aider de bien des façons

Message du vice-président



En tant que vice-président de la BFD, mon objectif est d'apporter une aide concrète et durable aux PME.

Rôle de la BFD

Le compte rendu des activités de la BFD pour l'exercice terminé le 31 mars est la mesure de son succès.

Traitements de 9 703 demandes de renseignements par notre Centre d'information à l'entre-

prise, que l'on peut rejoindre, (sans frais au 112-800-663-0433) et, au cours d'entrevues; Présentation de 477 séminaires pratiques de gestion à 8 000 participants;

Distribution de 1 500 cours de gestion des affaires aux col- lèges et commissions scolaires offrant un programme d'éduca-

tion permanente; 3 752 journées consacrées à la consultation par notre Service CAS;

Prêts à terme totalisant 103 000 000 \$ et qui, selon les contractants, devraient créer entre 900 et 1 000 emplois;

Préparation de demandes de fi- nancement totalisant 69 300 000 \$ pour présenta- tion à des organismes finan-

ciers du secteur privé et du gou- vernement; Inscription à notre Service de liaison financière de 142 in- vestisseurs, créant un pool de 88 700 000 \$, et de 185 entre- prises à la recherche de capi-

taux de placement privés totali- sant 115 800 000 \$.

Nous poursuivons un double objectif: fournir un appui utile à la gestion et consolider la position fi- nancière des entreprises. Grâce à la gamme de nos produits, nous pouvons collaborer avec le secteur privé pour aider presque toutes les entreprises, quels que soient leurs besoins.

Le vice-président et directeur général, D.A. Kerley

Deux grandes tendances domi-

nant l'économie de notre région. Premièrement, la où l'enjeu est la survie, les chefs d'entreprises se sont appliqués à réduire les frais généraux et à augmenter les pro- fits. Deuxièmement, les nouvelles entreprises ne cessent de surgir: créer son propre emploi devient un moyen de remédier au problème aigu du chômage.

Qu'il s'agisse de survie, de rentabiliser son exploitation ou de lancer un nouveau projet, la re- cette varie avec chaque entreprise. Toutefois, les ingrédients de base sont la gestion, le financement, le produit et le marché.

Le dosage idéal

Pour toute entreprise, la liste des problèmes à résoudre ou des possibilités à exploiter semble sans fin.

Quelle est la bonne stratégie de marketing? Comment contrôler les coûts? Comment limiter l'en- dettement? Existe-t-il des subven- tions gouvernementales? Voilà des questions fondamentales qui doivent trouver réponse.

Chaque jour, des gens d'affaires nous soumettent leurs ques- tions, simples pour certains (comment obtenir un permis d'ex- ploitation), plus compliquées pour d'autres (comment aider un ges- tionnaire à résoudre une demande de financement complexe).

Nous accordons une attention égale à toutes les demandes. Si vous avez besoin de rensei- gnements ou de conseils, on vous recommandera un guide d'auto- planification, nos données statis- tiques, un séminaire, un cours de gestion des affaires ou les services d'un conseiller CASE.

Si vos besoins sont financiers, des investisseurs de l'extérieur, la préparation d'une demande de fi-

Historique

Cette année, la Banque fédérale de développement et la Chambre de Commerce de Vancouver ont uni leurs efforts pour présenter l'événement commercial le plus marquant de l'année 1984!

La Foire d'information à l'entreprise de la Banque fé-

dérale d'information à l'entreprise de la Banque fé- dérale d'information à l'entreprise prend de plus en plus d'importance. Voici comment se répartit- sent les participants: Propriétaires d'entreprise - 41% Personnes travaillant se lancer en affaires - 39% Gestionnaires employés - 16% Autres - 4%

On s'attend à 12 000 visiteurs en 1985, un événement qui fera beaucoup parler de lui.

La Foire commerciale internationale de la Chambre de Commerce de Vancouver

Tenue pour la première fois en 1983, elle avait pour objet de réunir à Vancouver, dans le cadre du commerce international, les entreprises s'adonnant au commerce international. On avait jugé important de souligner le rôle croissant que joue Vancouver dans les échanges commerciaux avec les pays d'outre-mer, par- ticulièrement ceux situés en bordure du Pacifique. La Foire commerciale internationale.

Pourquoi vous devriez exposer

La rentabilité est l'affaire de chacun et cette foire pro- met d'être un succès.

Tant les exposants que les participants peuvent tirer profit de cette rare occasion de partager et d'échanger des connaissances et de l'information avec ceux qui ont à cœur de remodeler et de repenser notre éco- nomie.

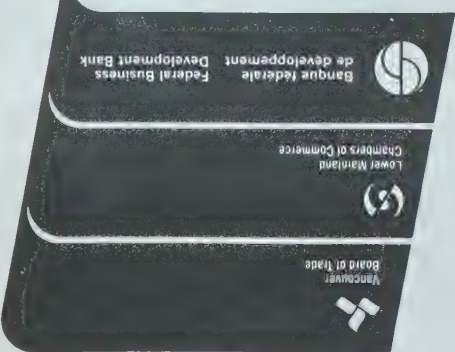
Invitation lancée aux exposants

Semaine de la petite entreprise canadienne

de commerce du sud-ouest de la province.

Une fusion de la Foire d'information à l'entreprise de la Banque fédérale de développement et de la Foire commerciale internationale de la Chambre de Commerce de Vancouver, avec la collaboration des Chambres de Commerce

Grande Foire commerciale de Vancouver du 21 au 23 octobre



Vous aurez la possibilité de promouvoir vos produits et services auprès de consommateurs de premier choix.

Notre avenir repose sur l'essor de l'entreprise indé- pendante. L'enjeu est de taille, soyez de la partie!

Quelques commentaires d'exposants de la Foire de 1984

Un événement formidable! Un événement formidable! Un événement formidable! Un événement formidable! Un événement formidable!

La BFD s'est surpassée. Une bonne promotion, des résultats positifs pour tous: Bien organisée, excellente campagne publicitaire.

Les séminaires. Pendant la Foire, la Banque fédérale de déve-

loppement et la Chambre de Commerce de Vancouver l'ont présentée aux exposants et au public. Les séminaires ont toujours remporté un grand succès et nous espérons que vous ne laisserez pas passer une telle occasion d'y participer.

Foire d'information à l'entreprise du 21 au 23 octobre

Foire commerciale internationale du 22 au 23 octobre

L'avant-garde d'une génération

Mark Smyka

Les autres suivent de près

Les jeunes professionnels représentent des occasions d'affaires

« Ces gens-là n'épargnent pas. Ils dépensent une grande partie de leur revenu disponible. Ils veulent tout et croient pouvoir tout avoir. Ils sont d'ailleurs prêts à travailler. » Dans plusieurs cas, l'influence du mode de vie ou des goûts des JP a suffi à créer de véritables industries. »

Cette remarquable description d'un segment très influent du marché est tirée du numéro du 22 avril 1985 de la revue « Marketing ». L'article devrait être très utile à ceux qui recherchent des occasions d'affaires.

De nouveaux marchés verront le jour pour répondre aux besoins de cette génération, qui n'aura jamais eu autant d'argent à dépenser. Déjà, les JP qui commencent à fonder des familles ont créé un nouveau marché pour une nouvelle génération: celle qui porte des vêtements « griffés », ou la génération des enfants gâtés des années quatre-vingt.

« Ils sont constamment à la recherche de nouveautés et de progrès. Les responsables de marketing devront suivre les JP de près car ceux-ci resteront toujours les chefs de file de leur génération. » Selon Payne, il sera essentiel

« Les JP sont les innovateurs, ceux qui s'adaptent facilement, ils font également un marché difficile à cerner. Selon Payne, leur mobilité en marché restreint. »

« Une autre raison de l'influence des JP est leur mode de vie: ils sont très bien vouloir ex-ploiter les goûts des JP, mais sa-voir comment s'y prendre, c'est une autre paire de manches », déclare Payne.

« On peut très bien vouloir ex-ploiter les goûts des JP, mais sa-voir comment s'y prendre, c'est une autre paire de manches », déclare Payne.

« L'important est de saisir leurs valeurs et leur mode de vie, sans se tromper. »

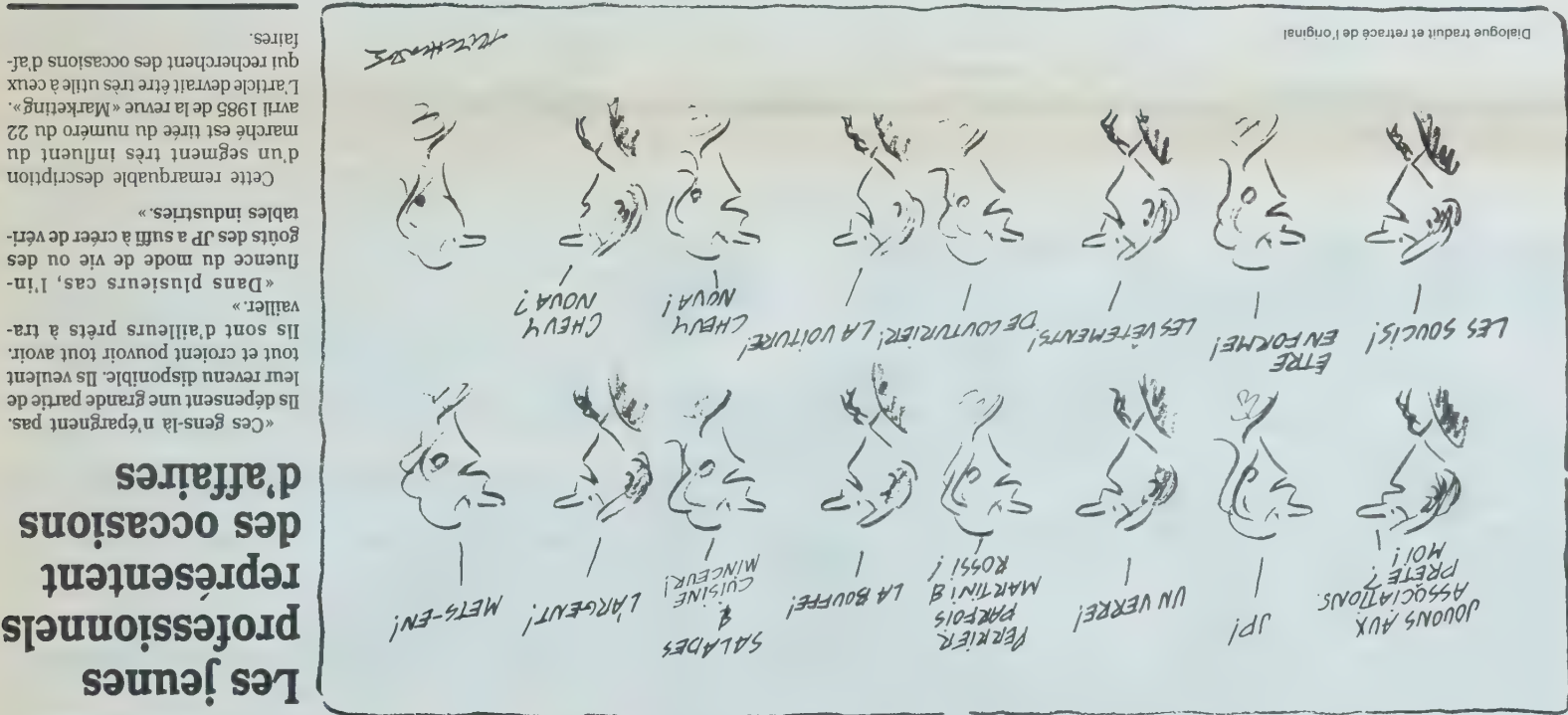
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Dialogue traduit et retracé de l'original

LE COIN DES FABRICANTS

Vos vendeurs sont-ils à la hauteur?

De nombreux dirigeants de PME n'arrivent pas à structurer leurs activités de vente et ne peuvent donc pas analyser leurs résultats, quelle que soit la qualité de vos produits, vous pouvez dire adieu à tout profit si vous ne pouvez compter sur une bonne équipe de vente.

Maintenant, posez-vous les questions qui suivent sur l'organisation de votre service des ventes. Ces questions sont tirées du guide de l'Association des manufacturiers canadiens « Votre entreprise est-elle à la hauteur? », qui a aidé des milliers de fabricants à accroître leur rentabilité. D'après les réponses, vous pourrez évaluer votre rendement par rapport à celui des entreprises florissantes.

Gestion des ventes

Selon « Votre entreprise est-elle à la hauteur? », il incombe au gérant des ventes de voir dans quelle mesure il pourra atteindre ses objectifs au cours de l'année. Un tel contrôle devrait non seulement détecter les déviations du plan de marketing et des prévisions, mais aussi faire connaître les causes de ces déviations et faire prendre des mesures correctives.

En vous basant sur cette définition, comment évalueriez-vous le temps qu'il faut consacrer à chaque catégorie de clients.

Vérifiez ensuite si « votre personnel est à la hauteur », en couvrant les points suivants.

- Le nombre des représentants des ventes requis a-t-il été systématiquement déterminé en se basant sur les territoires et la fréquence des contacts qui se feraient le plus profitable à l'entreprise?
- Les territoires sont-ils octroyés aux représentants selon la fréquence des contacts avec les clients et les bénéfices potentiels?
- La fréquence des contacts est-elle planifiée?
- Les représentants ont-ils tous les échantillons et documents qu'il leur faut?
- Les démonstrations sont-elles bien préparées et effectuées?
- Le gérant des ventes consacre-t-il assez de temps à établir des contacts avec chaque représentant?
- Le gérant des ventes attache-t-il assez d'importance aux rapports sur les ventes?

Personnel des ventes

- Avant de choisir et de former des représentants des ventes, il faut définir les tâches à accomplir et les personnes aptes à le faire.
- A-t-on déterminé la tâche des vendeurs et comment ils s'en acquitteront?
 - A-t-on préparé la description du poste en fournissant une analyse détaillée des tâches quotidiennes?
 - A-t-on identifié les qualités d'un bon représentant des ventes: caractère, apparence, connaissances techniques, aptitudes, expérience, etc.?
 - A-t-on choisi chaque représentant pour ses qualités?
 - Offrez-vous une formation spécifique sur l'entreprise, les produits, les techniques de vente, les méthodes de travail, etc.?

Évaluation

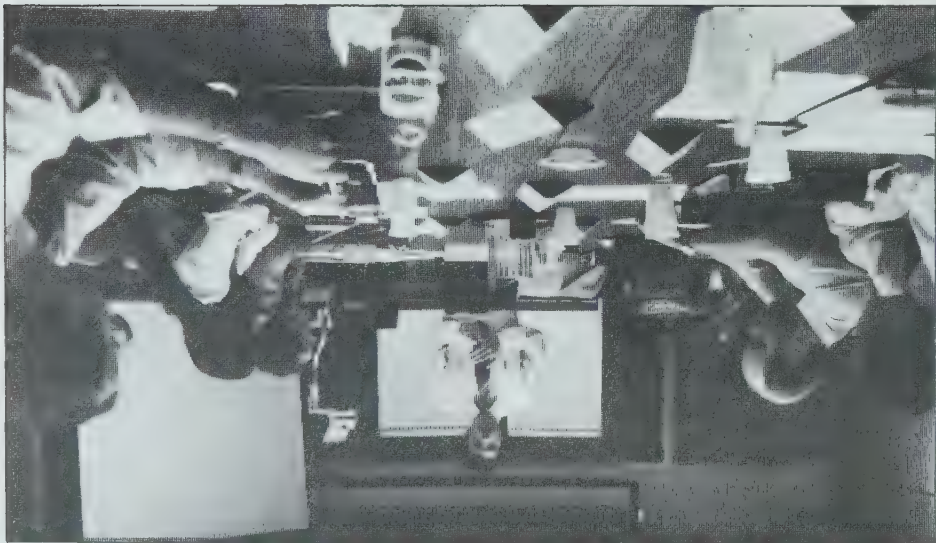
« Votre entreprise est-elle à la hauteur? » est beaucoup plus qu'une série de questions. Il vous reste à évaluer vos réponses. Le guide comprend des feuilles de données diagnostiques et des formulaires d'évaluation.

Inscrivez d'abord vos données brutes (nombre des représentants par produit ou territoire, valeur des ventes, nombre de commandes, etc.) puis, avec la formule d'évaluation, déterminez si le vice est adéquat ou si des mesures s'imposent.

Vous savez maintenant où orienter vos efforts pour obtenir des résultats immédiats. En répondant à quelques questions simples, vous avez cerné les points faibles susceptibles d'amélioration.

La majorité des membres de l'Association des manufacturiers canadiens sont des PME. Pour un grand nombre, « Votre entreprise est-elle à la hauteur? » (disponible à l'AMC au coût de 10 \$) est très utile, qui leur a permis de prendre du recul et d'examiner leur entreprise d'un autre oeil.

La publication comprend 56 groupes de questions traitant de sujets aussi variés que l'organisation, la planification et le contrôle de la production, la publicité et la



« De nombreux dirigeants de PME n'arrivent pas à structurer leurs activités de vente et ne peuvent donc pas analyser leurs résultats ».

Promotion, les prévisions budgétaires, etc.

On y trouve également une liste de 79 livres, brochures et articles spécialement rédigés pour les PME, et traitant les sujets en profondeur.

Cet article a été soumis à l'Association des manufacturiers canadiens. Pour plus de renseignements, communiquez avec:

Profits par l'Association des manufacturiers canadiens. Pour plus de renseignements, communiquez avec:

1, rue Yonge
Toronto (Ontario) M5E 1J9
(416) 363-7261

LECTURES PROFITABLES

Contacts en or avec votre clientèle — Carol S. Gold — Prentice-Hall, distribué par l'Agence de distribution populaire, 995, rue Amherst, Montréal (Québec) H2L 3K4, 8,95 \$*

Le message de l'auteur est clair: les clients constituent l'élément le plus important de votre entreprise. Connaître que la meilleure façon d'augmenter vos bénéfices est d'appliquer cette philosophie. L'auteur donne des conseils pratiques sur la façon d'améliorer vos relations avec vos clients, d'em-

ployer efficacement votre temps et de faire passer le temps à votre avantage à cette fin ainsi que les clients difficiles.

* Les prix indiqués sont approximatifs.

avec la République de Chine, sur la façon d'obtenir au Canada tous les renseignements nécessaires pour négocier avec Taiwan, ainsi qu'un

Continental Inc.

Il faut consacrer du temps

marketing chez Les vins Andres, white boy-mine kansas, cher du avertit les femmes de se tenir prêtes à voyager, à être mutées et enfin à travailler dur. Pour réus-



INCARI

s'attendre à pouvoir remplacer ce réseau de vieux copains par un réseau de vieilles copines. » « Les femmes peuvent vraiment profiter

« On partait isolées; une concurrence comme celle-ci nous permet de partager nos expériences et d'apprendre à tenir le coup ».

du nombre total d'entreprises menées par des hommes».

sur les femmes en affaires.

adresse la parole à la conférence

Les temps changent

« Si, dans un marché segmenté, vous ne pouvez offrir à votre clientèle spécialisée le produit désiré, au bon prix et avec un service adé-

quat, vous venez de perdre le droit d'exister »

C'est là l'avertissement que C. Richard Sharpe, P.D.G. de Sears Canada et président du Conseil canadien du commerce de détail, a lancé aux détaillants canadiens afin qu'ils se préparent à relever le défi

des prochaines années.

À l'occasion du Congrès annuel du Conseil, dont le thème était Les

réalités nouvelles — Evolution ou extinction, M. Sharpe déclarait

que les détaillants avaient un dur

combat à livrer contre l'avenir, cli-

quant certaines de leurs préoccupa-

tions.

Un marketing efficace est es-

sentiel au succès d'un commerce

de détail. Toutefois, le marché

d'aujourd'hui se répareit en une

piété de styles de vie, de motiva-

tions, de groupes d'âge. Les jeunes

professionnels, les élèves des

écoles privées et les têtes grison-

nantes constituent des marchés

différents les revenus et les besoins.

Une pénurie de main-d'œuvre à l'horizon ?

L'effondrement de la natalité de

ces dernières années entrainera

sans doute une pénurie de main-

d'œuvre pouvant se traduire par

une augmentation du nombre de

femmes sur le marché du travail,

des salaires plus élevés (la de-

mande étant plus forte que l'offre)

et un accroissement du revenu

disponible, facteurs qui influenceront

tous sur les tendances d'achat au

détail. L'avenir appartient aux dé-

tailleurs qui sauront s'adapter à

cette évolution des temps.

Une bonne gestion financière

contribue également au succès

l'exemple d'un entrepreneur plani-

fiant un nouveau commerce de dé-

tail. L'étude de marché peut suggé-

rer comme emplacement un centre

commercial, mais l'installation

pourrait ne pouvoir être pas

réaliser un taux de rendement sa-

tisfaisant avant de nombreuses

années et se retrouver alors dans

un contexte de marché complète-

Stimulez l'imagination des employés

M. Sharpe a également souligné

la nécessité d'une gestion efficace

des ressources humaines en décla-

rant: « La gestion, les systèmes et

la productivité sont des questions

importantes qui exigent beaucoup

d'attention, mais ces efforts de-

menteront valants si on néglige l'es-

sentiel, les gens. Les chefs d'entre-

prise doivent réapprendre à stimu-

ler l'imagination chez leurs em-

ployés ».

Les relations entre les détaill-

ants et leurs employés ont

réalisée n'est qu'illusoire car, en

plastique, qui marquera profonde-

la révolution de la monnaie de

tant des ventes. L'épargne ainsi

gestion interne à leurs représen-

tation de confier tout le travail de

détaillants en garde contre la ten-

Par ailleurs, il a mis les petits

direction intermédiaire d'hommes

de politique que ceux-ci sont deve-

nus un véritable substitut au juge-

ment.

Elles ont à ce point inondé la

même de leur existence.

Entreprise qui est à l'origine

forts qu'elles ont détruit l'esprit

formatique soit un merveilleux ou-

tiel d'exploitation pour un

commerce de détail moderne et ef-

ficace, l'ordinateur doit être au

service du commerçant et non du

« Dans un système de libre entre-

prise, seuls les plus forts survi-

vent. Les détaillants qui veulent

faire partie de cette élite doivent

être conscients des réalités nou-

velles du commerce de détail ».

Cet article a été soumis à la re-

vue par Profits par le Conseil cana-

dien du commerce de détail. Le

Conseil offre une diversité de pu-

blications et de services à ses

membres. Pour plus de renseigne-

ments, veuillez communiquer

avec:

Le Conseil canadien du

commerce de détail

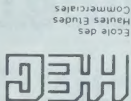
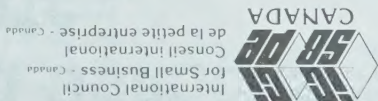
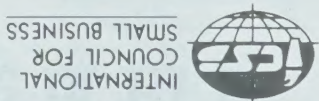
Suite 212

214, rue King ouest

Toronto (Ontario) M5H 1K4

(416) 598-4684

La PME mondiale abat de la besogne à Montréal



On se serait cru à une réunion spéciale des Nations-Unies lors de la 30e conférence du Conseil international de la petite entreprise (CIPE) tenue à l'École des Hautes Etudes Commerciales de Montréal, du 16 au 19 juin, sous le thème « La PME à l'ère entrepreneuriale ».

L'événement réunissait des présidents d'associations et de fédérations de gens d'affaires du Canada, de l'extérieur ainsi que des banquiers et congressistes des Etats-Unis, du Royaume-Uni, de France et d'Allemagne. Des conférenciers d'Afrique et d'Amérique du Sud ont discuté d'entrepreneuriat et de gestion de PME.

Un programme chargé

Le programme était très chargé. Tous les aspects de la PME à l'ère entrepreneuriale y ont été discutés: création d'entreprises, formation des entrepreneurs, financement conventionnel et capital de risque, gestion, faillite, etc.

Plus de 120 exposés ont été soumis par des universitaires, chercheurs, dirigeants d'associations et hommes d'affaires. Les 30 textes publiés en un recueil, grâce à l'appui financier de la Banque fédérale de développement.

Des réalisations

Certaines réalisations ont marqué cette 30e conférence du CIPE: La création du premier club local de capital de risque au Canada.

Un carrefour

Les conférences du CIPE sont des carrefours où se créent des réseaux d'échanges tant nationaux qu'internationaux. Par exemple,

Le rôle de la BFD

La Banque fédérale de développement a joué un rôle déterminant dans la fondation de CIPE-Canada en 1979 et demeure l'un de ses parrains. A cette 30e conférence annuelle, la BFD a participé dans les domaines de son champ d'action, soit la formation, le capital de risque et son programme ALDE pour l'information des entreprises. La BFD se réjouit du succès de cette conférence.

Les PME créeront 200 000 emplois en 1985

La FCEI signale toutefois que tous ces espoirs pourraient être anéantis en cas de hausse des taux d'intérêt, comme celle de février dernier, ou d'autres événements du même genre.

En ce qui concerne les projets d'immobilisations, 57,3% des répondants n'envisagent aucun changement, contre 64,8% l'an dernier. Toutefois, le pourcentage d'entreprises qui comptent accroître leurs immobilisations a nettement augmenté, passant de 24,8% à 32,1%. Le nombre d'indicateurs actifs ou à vendre une partie de l'entreprise demeure inchangé, à 5%.

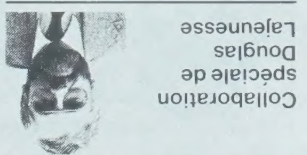
Au chapitre des stocks, les perspectives sont légèrement différentes, mais néanmoins optimistes, mais néanmoins optimistes.

En Atlantique, où les facteurs de 6%, qui est encore plus optimiste, de l'Ontario s'attend à une croissance de l'emploi de 5,6% et le Québec, qui est encore plus optimiste, de 6%.

La FCEI regroupe 70 000 entreprises, dont 13 373 ont participé à son enquête sur les « Réalités incalculables ».

Les perspectives d'emploi s'avèrent énormément et la Saskatchewan se situe au bas de l'échelle avec un taux de 22%. Au haut de l'échelle se trouvent Terre-Neuve et l'Ontario, où 42% et 37% des entreprises, respectivement, ont intention d'augmenter leurs immobilisations.

La FCEI regroupe 70 000 entreprises, dont 13 373 ont participé à son enquête sur les « Réalités incalculables ».



Au cours du premier semestre la croissance de l'emploi et de l'investissement devrait reprendre dans tout le secteur de la PME, d'après un rapport d'enquête publié par la Fédération canadienne de l'entreprise indépendante.

Cette enquête, menée auprès des membres de la FCEI de toutes les régions, révèle que les PME sont optimistes au sujet de l'économie et de la création de nouveaux emplois. On prévoit un taux de croissance de 5,4% pour l'ensemble de la PME, ce qui représente et de tous les secteurs partagent cet optimisme.

rapporte

e l'imprimerie.

nbur

grands espoirs.
M. Kholà déclare: « Je n'aurais

commander ce service à toute per-



and a number of other

POUR VOUS

a obtenim

actions, prêts à

avorablement.

on stratégique.

nez le coupon ci-dessous.

Canada

**Federal Business
Development Bank**

Programme de planification financière BFD

Je désire des renseignements **gratuits** sur:

Le désir (e)s d'autoplantification financière :

exemplaires de Comptes obtenir du financement,	à 10\$ l'exemplaire
exemplaires de Prévisions et mouvements de trésorerie,	à 10\$ l'exemplaire
exemplaires de Analyses des états financiers,	à 10\$ l'exemplaire
exemplaires de Évaluation l'achat d'une petite entreprise,	à 10\$ l'exemplaire
exemplaires de Credit et recouvrement,	à 10\$ l'exemplaire

Nom _____

Adresse _____

Téléphone _____

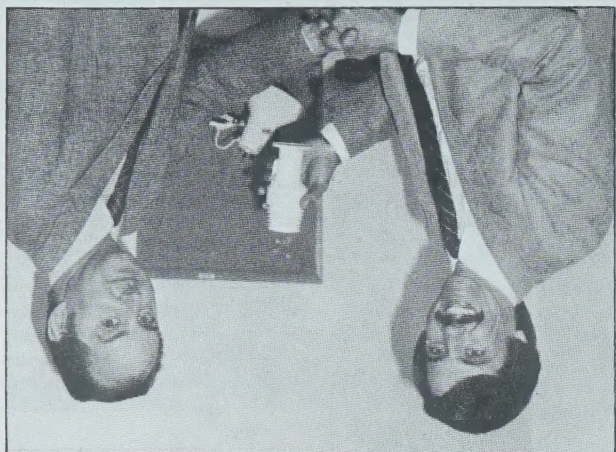
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Carte no. _____

Signature _____

Exp. _____

Code Postal _____



La BFD va de l'avant

L'exercice de la Banque fédérale de développement terminée le 31 mars s'est soldé par une nette hausse du volume des prêts autorisés, la croissance rapide de l'un de ses services les plus innovateurs, le Programme de planification financière, ainsi qu'un bénéfice d'exploitation de près d'un million de dollars avant perte extraordinaire. Par l'entremise de ses Services financiers et de ses Services de gestion-conseil, la BFD a pu servir plus de 100 000 clients.

La PME amorce la reprise

Tout comme elles ont été les premières à souffrir de la récession, les entreprises clientes de la BFD ont été les premières à profiter de la reprise économique. Le volume des prêts est passé de 321 200 000 \$ à 3726 800 000 \$ au cours de l'exercice 1985 et leur nombre a augmenté de 32%. Avec les taux d'intérêt en baisse, de nombreux clients de la BFD ont apprécié la possibilité de choisir entre le taux flottant et le taux fixe.

Hausse des immobilisations

Le pourcentage accru des fonds consacrés aux immobilisations (56,5% pour l'exercice 1985 contre 40,5% pour l'exercice précédent), reflète les bienfaits de la reprise économique sur les affaires.

Au service des régions défavorisées

Au cours de l'exercice 1985, la BFD a servi 9% des entreprises situées dans les régions défavorisées, contre seulement 3% dans les régions les plus prospères.

Du capital de risque pour la PME

La division des Placements bancaires de la BFD est devenue une source importante de capital de risque pour les PME. Elle vise à répondre aux demandes de financement d'entreprises prometteuses qui ne satisfont pas à tous les critères de crédit des établissements financiers du secteur privé et des sociétés à capital de risque.

Ces services comprennent l'acquisition de participations minoritaires, la souscription de placements privés, la formation d'entreprises risquant ou de syndicates financiers avec les sociétés à capital de risque et les établissements financiers, ainsi que de l'aide lors de fusions et d'acquisitions. Jusqu'à maintenant, la BFD a obtenu 2,7 \$ en capital du secteur privé pour chaque dollar qu'elle a investi.

Après deux ans d'exploitation seulement, la division des Placements bancaires a terminé l'exercice avec un bénéfice net de 3 100 000 \$ et un portefeuille de placements de 34 600 000 \$.

Le Programme de planification financière (PPF)

L'initiative la plus prometteuse de la BFD, le PPF, se compose de quatre services: le service de Liaison financière où l'on met en contact investisseurs et entreprises en quête de financement; le service de Pré-évaluation de demandes de financement et d'intermédiaire, où la BFD aide les clients à établir leur plan financier et à préparer leur demande de financement qu'elle présente ensuite à des établissements financiers ou organismes gouvernementaux; les Guides d'autoplanification dans l'entreprise, que les gens d'affaires utilisent pour planifier les aspects importants de leur entreprise et le service de Planification stratégique conçu pour aider les PME à effectuer le genre de planification à long terme propre aux grandes entreprises.

Les Services de gestion-conseil toujours en croissance

La BFD continue à améliorer ses Services de gestion-conseil qui constituent pour les PME l'une des sources d'information les plus importantes et les plus complètes au Canada.

Qui ne connaît pas le programme de consultation CASE pour les PME, les séminaires et cliniques de gestion, les cours de gestion des affaires, la collection « Votre affaire » et la Semaine de la PME, un événement annuel organisé en collaboration avec la Chambre de commerce du Canada et les chambres de commerce provinciales et locales?

Service d'information automatisé

Le service d'information à la PME sur les programmes gouvernementaux d'aide aux entreprises, offert dans toutes les succursales de la BFD depuis 1973, a été informatisé au cours de l'exercice 1985 dans le cadre du programme AIDE Assistance et information pour le développement des entreprises. Devenu plus précis et plus rapide, ce service a, au cours du dernier exercice, permis de diriger près de 90 000 personnes vers les organismes et ministères gouvernementaux pour des renseignements, de la documentation ou des conseils.

Les investissements vont reprendre

Bien qu'il ne manque pas de raisons pour expliquer la faible reprise économique des deux dernières années, l'absence d'investissements importants de la part des entreprises y a joué un rôle.

Depuis 1981, les investissements au Canada ont fléchi de 20%. On attribue cette régression surtout à la récession de 1981-82, dont on peut illustrer les effets de la façon suivante:

1. Cause: Récession de 1982.
Effet: Surcapacité de production des usines.
2. Cause: Chute des bénéfices des sociétés.
Effet: Diminution des fonds disponibles pour l'investissement.
3. Cause: Taux d'intérêt élevés.
Effets: Augmentation du service de la dette et orientation des budgets uniquement vers la rentabilité.

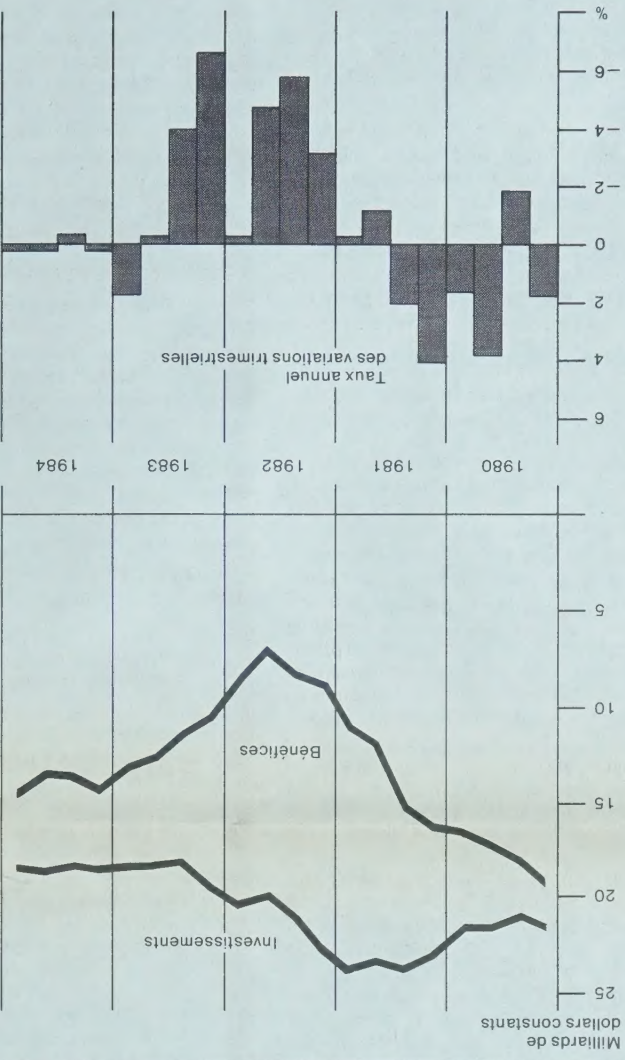
Devant la surcapacité de production, les bénéfices en chute libre et le coût élevé de la dette, les entreprises n'étaient pas très motivées à investir dans la brique et le mortier. Elles se sont donc appliquées à rentabiliser leur exploitation et à réduire le fardeau de leur dette, et ceci au prix de nombreuses fermetures d'usines et d'importantes mises à pied.

Il faut dire que les entreprises n'avaient pas vraiment le choix: il fallait s'organiser pour survivre. On en sommes-nous maintenant? Il semble que 1985 et 1986 verront la reconnaissance des investissements. Voici pourquoi:

1. La surcapacité des usines devrait se résorber assez rapidement en raison d'une reprise de la demande pour les biens de consommation, mais surtout à cause d'une augmentation prévisible des exportations suite à la chute du dollar canadien.
2. La plupart des entreprises ont recouvré leur rentabilité en 1984 et en début de 1985, ce qui laisse penser qu'elles se maintiennent maintenant en mesure d'investir dans la modernisation de leurs installations et de leurs équipements. Pareille mesure s'imposerait même pour accroître la productivité et la compétitivité des producteurs canadiens et pour maintenir le standard de vie de la nation.
3. Les entreprises n'ont pas complètement réussi à diminuer le fardeau de leur dette; cependant, leur fonds de roulement amélioré leur donne une meilleure marge de manœuvre pour songer aux investissements plus tôt qu'auparavant.

En effet, une étude du Ministère de l'Expansion industrielle régionale sur les intentions de dépenses en immobilisations prévoit une augmentation de 13% en 1985 comparativement à 3% en 1984. Excluant l'inflation, cela signifie une croissance de 8 à 9% pour 1985 contre seulement 0,5% en 1984.

On peut donc conclure que les investissements seront une source majeure de reprise économique dans les mois à venir. Compte tenu de leur très faible performance des dernières années, il s'agit là d'une renaissance plus qu'encourageante.





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Récompenses aux PME créatrices d'emplois

«Nous devons... reconnaître que la PME est le moteur le plus dynamique de la croissance et de l'emploi partout au Canada.»
Le Ministre des Finances Michael Wilson

La PME a été explicitement reconnue comme la source principale de création d'emplois dans le nouveau budget fédéral. Cherchant à récompenser la réussite plutôt que de subventionner l'effort, le gouvernement se retire et compte sur l'entreprise pour créer des emplois. Ainsi, le nouveau budget comprend une liste importante d'initiatives visant à stimuler les PME à créer la croissance et l'emploi qui sont tellement nécessaires.

1. Exemption à vie au titre des gains en capital

Pour encourager plus de Canadiens à investir, le gouvernement offre aux particuliers une exemption à vie d'un demi-million de dollars au titre de leurs gains en capital. L'exemption sera de 20 000 \$ dans cette année. En 1986, elle atteindra un total cumulé de 50 000 \$; en 1987, la limite cumulative sera portée à 100 000 \$; à 200 000 \$ en 1988; à 300 000 \$ en 1989 et à 500 000 \$ en 1990. Toutefois, l'exemption totale de 500 000 \$ pourra être utilisée immédiatement par les agriculteurs.

2. L'investissement de REER et des fonds de pension dans des sociétés privées

Les REER pourront investir dans des PME canadiennes avec lesquelles ils n'ont aucun lien de dépendance, de façon à orienter vers celles-ci des sommes importantes de capitaux qui se trouvent dans les fonds de pension. Des sociétés d'expansion de la petite entreprise (SEPE) exonérées de l'impôt seront établies pour permettre aux caisses de retraite de canaliser leurs placements dans des PME.

3. De nouveaux plafonds de cotisations pour les REER

À compter de 1986, le plafond des cotisations déductibles d'un REER sera porté à 7 500 \$ et relevé chaque année jusqu'en 1990, année où les pensions tirées d'un

4. Fonds de capitaux de risque

On aidera la PME grâce à des crédits fiscaux aux personnes qui investiront dans des fonds de capitaux de risque parrainés par les organisations syndicales pour investir dans les PME. Pour être admissibles, les fonds doivent être mis sur pied en vertu de la législation provinciale, être gérés par les travailleurs et être investis dans des PME.

Prolongation du programme des obligations pour la PME

Ce programme permet aux sociétés en difficulté financière d'obtenir des fonds à faible coût grâce à l'exonération d'impôt accordée aux établissements financiers sur les intérêts produits par ces prêts. Le programme des obligations pour les PME sera prorogé de 2 années, jusqu'à la fin de 1987.

Le Centre d'information aux entreprises

7. Les PME qui font de la recherche-développement reçoivent désormais 100% du crédit d'impôt qu'elles ont acquis sur les investissements au titre de la R-D. Actuellement, seulement 40% du crédit d'impôt est remboursable.
8. Gel des taux d'assurance-chômage Afin de ménager les PME, créatrices d'emplois, le gouvernement gèlera les primes d'assurance-chômage-développement rece-

L'Honorable Michael Wilson, Ministre des Finances, fait la lecture du Budget à l'Assemblée législative.



9. La réforme fiscale et l'administration fiscale

Le gouvernement fédéral s'engage «à réduire la paperasserie et les difficultés administratives pour la PME». Des mesures seront prises pour rendre le régime fiscal plus équitable et en améliorer l'administration.

Les encouragements à la prise de risques

Le discours du budget a souligné que le premier objectif était de produire des emplois. Le budget offre donc aux PME les encouragements pour entreprendre de nouvelles activités, en récompensant la prise de risques fructueuses au moyen des nouvelles exonérations de gains en capital. Le choix des gagnants est donc laissé à l'initiative privée plutôt qu'à l'État.

Gel des taux d'assurance-chômage

Afin de ménager les PME, créatrices d'emplois, le gouvernement gèlera les primes d'assurance-

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Informations diverses concernant l'entreprise

• Aide financière
• Aide technique
• Informations diverses concernant l'entreprise
N'hésitez pas à communiquer avec nous. Nous pourrions vous donner les renseignements dont vous avez besoin et vous diriger vers les organismes appropriés. Pour atteindre votre Centre local d'information aux entreprises, appelez sans frais au:

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2	La BFD va de l'avant.....
2	Les investissements vont reprendre.....
3	Le programme de liaison financière de la BFD rapporte.....
4	La PME mondiale abat de la besogne à Montréal.....
4	Les PME créent 200 000 emplois en 1985.....
5	Les temps changent.....
6	Les femmes d'affaires se réunissent.....
7	Vos vendeurs sont-ils à la hauteur?.....
8	L'avant-garde d'une génération.....

INDEX